

THE  
ISABELLA STEWART GARDNER  
MUSEUM, INCORPORATED  
BOSTON, MASSACHUSETTS



THIRTY-NINTH ANNUAL REPORT

1963





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Isabella Stuart Gardner



The Isabella Stewart Gardner Museum

INCORPORATED

# Annual Report

for the year 1963



BOSTON, MASSACHUSETTS

1964



# THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED

Sole Trustee under the will of Isabella Stewart Gardner



G. PEABODY GARDNER, *President*

RICHARD C. PAINE, *Vice-President*

JOHN LOWELL GARDNER, *Treasurer*

MALCOLM D. PERKINS, *Secretary*

## TRUSTEES

FRANCIS LEE HIGGINSON

ARTHUR POPE

RICHARD C. PAINE

G. PEABODY GARDNER

JAMES LAWRENCE, JR.

MALCOLM D. PERKINS

JOHN LOWELL GARDNER

## STAFF\*

*Director Emeritus*

### ADMINISTRATION

*Director*

*Assistant Director and*

*Supervisor of Music*

*Administrator*

*Curatorial Assistant*

*Secretary*

*Assistant Secretary*

*Secretary for Music*

*Docents*

*Publications Consultant*

*Photographer*

### COLLECTION

*Conservation Technicians*

JUDITH M. CORAM

YVONNE A. A. COX

### SECURITY AND MAINTENANCE

*Supervisor of Buildings*

*Security Foreman*

*Maintenance Foreman*

*Shop Technician*

*Technicians and Watchmen*

FLORA A. BERRY

HERBERT A. BERRY

CARL E. BIGHAM

ROBERT A. CAIN

MARY CAMPBELL

PETER CONNORS

MICHAEL CONWAY

*Guards*

CHRISTOPHER S. CAULFIELD

BASIL B. DAVISON

BASIL R. DEERING

JAMES W. DOWNING

HAROLD J. EDGETT

JOSEPH FEELEY

HENRY F. FORD

ERNEST GILLIBRAND

ALBERT B. GORDON

JOHN J. HAMMOND

### GARDENING

*Head Gardener (Greenhouse)*

*Head Gardener (Museum)*

*Gardeners*

MICHAEL COGAVIN

PATRICK J. FLYNN

MORRIS CARTER

GEORGE L. STOUT

WILLIAM N. MASON

ROLLIN VAN N. HADLEY

CLARA STRAUSS

EVELYN BURR

JANET M. GARDNER

JOHANNA GIWOSKY

JESSIE M. STUART

NICHOLAS TRANQUILLO

HENRY H. BALOS

JOSEPH B. PRATT

CHARLES E. STAATS, JR.

JOHN J. MARETTI

PATRICK T. NILAND

JOHN J. KENNEDY

JOHN F. NILAND

MARTIN DAVIS

MICHAEL FINNERTY

JAMES F. HORGAN

JOSEPH V. KELLEY

DENNIS W. MAHONEY

PATRICK NAUGHTON

ELWIN F. RICH

MICHAEL WALLACE

WALTER E. LESLIE

CHARLES H. MORSE

PAUL C. PETERSEN

PAUL SIMONETTI

PERCY C. SMITH

THOMAS SULLIVAN

GEORGE G. THOMSON

EDMUND A. WEBB

WALTER J. WESTWOOD

JOHN F. SULLIVAN

JOHN A. MADDEN

MICHAEL HEAVEY

ROBERT M. MACKENZIE

\* On regular duty December 31, 1963.

## NOTE

The Isabella Stewart Gardner Museum in the Fenway, Incorporated, was incorporated under the laws of the Commonwealth of Massachusetts, December 19, 1900, Mrs. Gardner's sole beneficial ownership of the works of art held by this corporation being represented by stock. (*For the Certificate of Incorporation see p. 6 and for a copy of an Act of 1925 authorizing the corporation to hold additional real and personal estate, not exceeding eight million dollars, see p. 7.*)

The Will and Codicil of Isabella Stewart Gardner probated August 21, 1924, gave to Trustees all her land in Boston including Fenway Court and the land adjacent thereto, and her works of art, or her interest therein as represented by stock of The Isabella Stewart Gardner Museum in the Fenway, Incorporated. (*For the relevant provisions of the Will and Codicil see p. 8.*)

On November 23, 1936, the Trustees then surviving executed an Agreement of Association with the intention of forming a corporation under Chapter 180 of the General Laws of the Commonwealth (*see p. 11*). A certificate of Incorporation was granted on December 23, 1936, as of the date of the said Agreement (*see p. 13*). An Act authorizing the corporation to hold additional real and personal estate not exceeding twelve million dollars was approved March 23, 1937 (*see p. 14*), and this limit was raised to twenty million dollars by an Act approved April 4, 1955. (*See page 14.*)

The Trustees under the Will having resigned upon the formation of the corporation, The Isabella Stewart Gardner Museum, Incorporated, was on December 24, 1936, appointed by the Probate Court of Suffolk County, sole Trustee of the estate theretofore held in trust by the individual Trustees. (*For the Certificate of the Probate Court, see p. 15.*)

By an Act of the General Court of the Commonwealth approved May 14, 1943, the real estate in Boston of the Isabella Stewart Gardner Museum, Inc., was exempted from taxation as from January 1, 1943. (*For the Act see page 16.*)



## Commonwealth of Massachusetts

**Be it known** *That whereas* John Chipman Gray, Isabella Stewart Gardner, Henry Walton Swift, Harold Jefferson Coolidge, Charles L. Pierson, Willard Thomas Sears, and William Amory Gardner have associated themselves with the intention of forming a corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM  
IN THE FENWAY, INCORPORATED

for the purpose of art education, especially by the public exhibition of works of art, with a capital of Fifty Thousand Dollars, and have complied with the provisions of the Statutes of the Commonwealth in such case made and provided, as appears from the certificate of the President, Treasurer, Secretary and Director of the said Corporation, duly approved by the Commissioner of Corporations and recorded in this office:

**Now, Therefore,** I, William M. Olin, Secretary of the Commonwealth of Massachusetts, **Do hereby Certify** that said John Chipman Gray, Isabella Stewart Gardner, Henry Walton Swift, Harold Jefferson Coolidge, Charles L. Pierson, Willard Thomas Sears, and William Amory Gardner, their associates and successors, are legally organized and established as and are hereby made an existing corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM  
IN THE FENWAY, INCORPORATED

with the powers, rights, and privileges, and subject to the limitations, duties and restrictions which by law appertain thereto.

**Witness** my official signature hereunto subscribed, and the seal of the Commonwealth of Massachusetts hereunto affixed this nineteenth day of December in the year of our Lord one thousand nine hundred.

[Seal]

WM. M. OLIN,  
*Secretary of the Commonwealth.*

# Commonwealth of Massachusetts

*Acts of 1925 — Chapter 198*

**An Act** to authorize THE ISABELLA STEWART GARDNER MUSEUM IN THE FENWAY, INCORPORATED, to hold additional real and personal estate and for other purposes.

*Be it enacted, etc., as follows:*

THE ISABELLA STEWART GARDNER MUSEUM IN THE FENWAY, INCORPORATED, a charitable institution organized under the general laws relating to charitable corporations, may hold real and personal estate to an amount not exceeding eight million dollars, including the amount it is already authorized to hold by section nine of chapter one hundred and eighty of the general laws, which estate shall be devoted to the purposes of said institution, as provided in said section nine, so that through its agency may be carried on the endowed Museum given under the will of Isabella Stewart Gardner for the education and enjoyment of the public forever.

*Approved March 30, 1925.*

EXCERPTS FROM THE WILL AND CODICIL  
OF  
ISABELLA STEWART GARDNER

Dated May 9, 1921: Probated August 21, 1924

THIRD: 1. To Harold J. Coolidge, Grafton D. Cushing, William C. Endicott, Francis L. Higginson, Jr., and Arthur F. Johnson, all of Boston, and to said Arthur Pope, and to Henry D. Sleeper of Gloucester, and the survivors and survivor of them, and the heirs of the survivor, I devise all the land which I own in Boston, and especially the land comprising my estate known as Fenway Court, and my land adjacent thereto, situated on the Fenway, the Tremont entrance to the Fenway Park, and Worthington Street, which tract includes the lots conveyed to me by deeds of Augustus P. Loring, dated January 31, 1899, and June 13, 1899, recorded with Suffolk Deeds, *Lib.* 2620, *Fol.* 107 and 109; deed of Moses Williams *et al.*, Trustees, dated February 26, 1900, recorded with Suffolk Deeds, *Lib.* 2667, *Fol.* 306; deed of Henry M. White, dated January 1, 1901, recorded with Suffolk Deeds, *Lib.* 2728, *Fol.* 25; deed of Moses Williams *et al.*, Trustees, dated June 16, 1906, recorded with Suffolk Deeds, *Lib.* 3136, *Fol.* 170; deed of Paul and Rachel S. Thorndike, acknowledged March 22, 1907, and recorded with Suffolk Deeds, *Lib.* 3197, *Fol.* 493; deed of Charles Paine, dated November 20, 1911, and recorded with Suffolk Deeds, *Lib.* 3589, *Fol.* 232, and deed of Moses Williams *et al.*, Trustees, dated January 8, 1913, and recorded with Suffolk Deeds, *Lib.* 3700, *Fol.* 631, with the buildings thereon, and I also bequeath to the said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, and the survivors and survivor of them, and the



representatives of the survivor, all my interest in the pictures, statuary, works of art, bric-a-brac, furniture, books and papers, contained at my death in all the stories of the main building of said Fenway Court other than the fourth story and the attic, and also in or upon the grounds adjoining said building, and all such articles as are above mentioned wherever situated intended or destined to be contained in these stories other than the fourth story and the attic, including all the property in which I own the beneficial interest through my ownership of all the shares of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, all the aforesaid real and personal property to be held by said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, in trust as a Museum for the education and enjoyment of the public forever, but no works of art shall be placed therein for exhibition other than such as I, or the Isabella Stewart Gardner Museum in the Fenway, Incorporated, own or have contracted for at my death. And I direct that, if any question arises as to what is intended or destined for said stories other than the fourth story and the attic, the judgment of my Executors or Executor shall be final.

2. Whereas in the foregoing paragraph I have bequeathed all my interest in certain personal property, and whereas the legal title to it or to a portion of it is in the Isabella Stewart Gardner Museum in the Fenway, Incorporated, and whereas it is my intention that all the property of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, shall be and remain in the Museum established under this will, now, therefore, I give and bequeath all my shares in the Isabella Stewart Gardner Museum in the Fenway, Incorporated, to said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, to be held in trust

for the purposes of the Museum established under this will, I hereby directing the Trustees so to hold and manage said shares that all the property of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, shall be and remain forever in the Museum established under this will subject to all the provisions of this will relating to the Museum so established. And I authorize the said Trustees, as the holders of all the shares of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, to procure its dissolution, and the transfer and delivery of all its property to them as Trustees to be held in trust for the purposes of the Museum established under this will in accordance with all the provisions of this will relating to said Museum.

3. I also give to the said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, and the survivors and survivor of them, and the representatives of the survivor, the sum of one million two hundred thousand dollars (\$1,200,000) in trust to apply the income of it to maintain the Museum established under this will in accordance with all the provisions of this will.

# AGREEMENT OF ASSOCIATION

## Commonwealth of Massachusetts

### DEPARTMENT OF CORPORATIONS AND TAXATION

**We**, whose names are hereto subscribed, do, by this agreement, associate ourselves with the intention of forming a corporation under the provisions of Chapter 180 of the General Laws (Ter. Ed.).

The name by which the corporation shall be known is

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED.

The location of the principal office of the corporation to be in Massachusetts is the City of Boston.

The purposes for which the corporation is formed are as follows:—

To conduct the museum established by the will of Isabella Stewart Gardner and otherwise to carry out the charitable purposes contained in said will, and incidentally thereto to act in any manner under said will with all the rights and powers conferred by said will, and to receive and hold real and personal property including all the property now held by the trustees under the will of said Isabella Stewart Gardner, and to administer all such property upon the trusts and in conformity with the provisions of said will.

The amount of its capital stock (if any) is   *None*   dollars

The par value of its shares is                   *None*                   dollars

The number of its shares is                   *None*

**We hereby waive** all requirements of the General Laws of Massachusetts for notice of the first meeting for organization, and appoint the 23rd day of November 1936, at one o'clock P.M., at Fenway Court, Boston, Massachusetts, as the time and place for holding said first meeting.



In Witness Whereof we have hereto signed our names  
this 23rd day of November in the year nineteen hundred and  
thirty-six.

NAME	RESIDENCE (City or town; street and number)
William C. Endicott	59 Ingersoll St., Danvers, Mass.
Francis L. Higginson	Cherry St., Wenham, Mass.
Grafton D. Cushing	45 East 66th St., N. Y. C.
T. Jefferson Coolidge	35 Lapland St., Brookline
Richard C. Paine	325 Heath St., Brookline, Mass.
Olga E. Monks	51 Commonwealth Ave., Boston
Arthur Pope	11 Lowell St., Cambridge, Mass.

# CERTIFICATE OF INCORPORATION

## Commonwealth of Massachusetts

*Be it known That whereas* William C. Endicott (deceased), Francis L. Higginson, Olga E. Monks, T. Jefferson Coolidge, Grafton D. Cushing, Richard C. Paine and Arthur Pope have associated themselves with the intention of forming a corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, for the purpose of the following:—To conduct the museum established by the will of Isabella Stewart Gardner and otherwise to carry out the charitable purposes contained in said will, and incidentally thereto to act in any manner under said will with all the rights and powers conferred by said will, and to receive and hold real and personal property including all the property now held by the trustees under the will of said Isabella Stewart Gardner, and to administer all such property upon the trusts and in conformity with the provisions of said will; and have complied with the provisions of the Statutes of this Commonwealth in such case made and provided, as appears from the Articles of Organization of said corporation, duly approved by the Commissioner of Corporations and Taxation and recorded in this office:

*Now, therefore,* I, Frederic W. Cook, Secretary of The Commonwealth of Massachusetts, ~~Do Hereby Certify~~ that said William C. Endicott (deceased), Francis L. Higginson, Olga E. Monks, T. Jefferson Coolidge, Grafton D. Cushing, Richard C. Paine and Arthur Pope, their associates and successors, are legally organized and established as, and are hereby made, an existing corporation as of November 28, 1936, under the name of THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, with the powers, rights and privileges and subject to the limitations, duties and restrictions, which by law appertain thereto.

**Witness** my official signature hereunto subscribed, and the Great Seal of The Commonwealth of Massachusetts hereunto affixed, this twenty-third day of December in the year of our Lord one thousand nine hundred and thirty-six.

F. W. COOK

*Secretary of the Commonwealth.*

[Seal]

## **Commonwealth of Massachusetts**

### *Chapter 126 — Laws of 1937*

**An Act** authorizing THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, to hold additional real and personal estate.

*Be it enacted, etc., as follows:*

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, a charitable institution organized under the general laws relating to charitable corporations to carry out the charitable provisions contained in the will of Isabella Stewart Gardner, may hold real and personal estate to an amount not exceeding twelve million dollars notwithstanding the limitation provided by section nine of chapter one hundred and eighty of the General Laws, which estate shall be devoted to the purposes of said institution as provided in said section nine.

*Approved March 23, 1937.*

## **Commonwealth of Massachusetts**

### *Chapter 248 — Laws of 1955*

**An Act** authorizing THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, to hold additional real and personal estate.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows: Chapter 126 of the acts of 1937 is hereby amended by striking out, in line 6, the word "twelve" and inserting in place thereof the word twenty.



# Commonwealth of Massachusetts

## PROBATE COURT

SUFFOLK, SS.

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, of Boston, Suffolk County, a Massachusetts Corporation, is appointed trustee of certain estate given in trust as a Museum for the education and enjoyment of the public forever under the will of Isabella Stewart Gardner, late of Boston, in the County of Suffolk, deceased, testate, which will was proved and allowed on the twenty-first day of August A.D. 1924, by said Court, and is now of record in this Court, to act in place of William C. Endicott, deceased, Grafton D. Cushing, Olga E. Monks, Richard C. Paine, T. Jefferson Coolidge, Arthur Pope and Francis L. Higginson (resigned).

And you are required to make and return to said Probate Court, within three months from the date hereof, a true inventory of all real and personal estate belonging to it as trustee, which at the time of the making of such inventory shall have come to its possession or knowledge;

To manage and dispose of all such estate, and faithfully to discharge its trust in relation thereto, according to law and the will of said testatrix;

To render, upon oath, a true account of the property in its hands, and of the management and disposition thereof, at least once a year until its trust is fulfilled, unless excused therefrom in any year by said Court; and

At the expiration of its trust, to settle its account in said Court, and pay over and deliver all the estate and effects remaining in its hands, or due from it on such settlement, to the person or persons entitled thereto.

**Witness**, William M. Prest, Esquire, Judge of said Court, at Boston, this 24th day of December in the year of our Lord one thousand nine hundred and thirty-six.

ARTHUR W. SULLIVAN, *Register*.

# Commonwealth of Massachusetts

*Acts of the Year 1943*

## *Chapter 279*

**An Act to Exempt from Taxation the Real Estate in Boston of THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, Trustee under the Will of Isabella Stewart Gardner.**

*Be it enacted, etc., as follows:*

The real estate, hereinafter described, located in the city of Boston and held by THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, as trustee under the will of Isabella Stewart Gardner, shall be exempt from taxation beginning January first, nineteen hundred and forty-three, and continuing so long as the museum, known as the Isabella Stewart Gardner Museum, is operated by said corporation for the education and enjoyment of the public. Said real estate includes the building housing said museum and is bounded northwesterly by Worthington street; northeasterly by the Fenway; southeasterly by Evans Way; southwesterly by land now or formerly of Carol H. Powers et al., one hundred and twenty-one hundredths feet; and northwesterly thirty-two and sixty-nine hundredths feet and southwesterly eighty-four and eighty-nine hundredths feet by land now or formerly of Harold J. Coolidge et al., Trustees; containing about sixty-six thousand, seven hundred and ninety-four square feet.

*Approved May 14, 1943.*



THE ISABELLA STEWART GARDNER  
MUSEUM, INCORPORATED  
BY-LAWS

ARTICLE I

The officers of this corporation shall consist of a board of seven Trustees, a presiding officer to be known as the President of The Isabella Stewart Gardner Museum, Incorporated, a Vice-President of The Isabella Stewart Gardner Museum, Incorporated, a financial officer to be known as the Treasurer of The Isabella Stewart Gardner Museum, Incorporated, and a recording officer to be known as the Secretary of The Isabella Stewart Gardner Museum, Incorporated.

ARTICLE II

The Trustees shall have the right to resign, and upon the death or resignation of any of them the remainder shall have the right to fill the vacancy or vacancies by the election of a new member or members.

ARTICLE III

The Trustees shall have general control of the property of the corporation and shall have power to appoint from time to time such agents as they may deem necessary for the appropriate conduct of the affairs of the corporation, subject to the provisions of the will of Isabella Stewart Gardner.

ARTICLE IV

The Trustees shall, at the annual meeting, choose from their number a President of the Corporation to hold office until the next annual meeting.

## ARTICLE V

The Trustees shall, at the annual meeting, choose from their number a Vice-President of the Corporation, to hold office until the next annual meeting. It shall be the duty of the Vice-President to preside at meetings of the Trustees in the absence of the President. The Vice-President may also hold the office of Treasurer or Secretary if thereto elected.

## ARTICLE VI

The Trustees shall, at the annual meeting, choose from their number a Treasurer of the Corporation, to hold office until the next annual meeting. It shall be the duty of the Treasurer to keep the financial records of the Corporation and report thereon to the Trustees. The Treasurer may also hold the office of Secretary if thereto elected.

The Trustees, at the annual meeting, shall also choose from their number a Finance Committee, to hold office until the next annual meeting and to consist of three members, one of whom shall be the Treasurer, who shall be chairman of the Committee. The Finance Committee shall be empowered to invest, change investments, and re-invest the funds belonging to the Corporation in any capacity, whether as Trustee under the will of Isabella Stewart Gardner or otherwise, and may act on all such matters by a majority of their number.

A national bank or trust company doing business in Massachusetts may be appointed by the Trustees as Financial Agent of the Corporation. The duties of the Financial Agent may include, but need not be limited to, the receiving and having custody of funds and securities belonging to the Corporation in any capacity, whether as Trustee under the will of Isabella Stewart Gardner or otherwise, the

keeping of accounts for the Corporation, the execution of purchases and sales of securities authorized by the Finance Committee, and the furnishing of investment advice. While the Financial Agent is thus charged with any duties which the By-Laws assign to the Treasurer, the Treasurer is relieved from performing them.

#### ARTICLE VII

The Trustees shall, at the annual meeting, choose from their number a Secretary of the Corporation to hold office until the next annual meeting. It shall be the duty of the Secretary to keep a record of the meetings of the Trustees and to give the requisite notice thereof.

#### ARTICLE VIII

A vacancy occurring in any of the offices of the Corporation may be filled at any regular or special meeting of the Trustees, the officer so elected to hold office until the next annual meeting.

#### ARTICLE IX

The Trustees shall have power to act on all questions by a majority of their number. No Trustee shall be liable for retaining bonds or securities unregistered or in the name of a nominee, for leaving securities in the possession or control of any other of the Trustees or any depositary selected with reasonable care, for any error of judgment, or for anything except his own wilful personal default.

#### ARTICLE X

An annual meeting of the Trustees shall be held at Boston on the second Monday of February in each year. Special meetings may be held at any time, either in Boston or elsewhere in the Commonwealth, upon the request of any of



the Trustees. The Secretary shall give notice thereof to each Trustee, either personally or by mail, at least three days prior to the time of such meeting, or said notice may be given by the President, but any meeting of the Trustees at any place at which all shall be present shall be valid without any previous notice thereof.

#### ARTICLE XI

A notice of any meeting of the Trustees, mailed to addresses furnished by them, shall be sufficient notice.

#### ARTICLE XII

The seal of the corporation shall consist of a circular impression bearing the corporate name and the year of incorporation and a design representing a phoenix surmounted by a helmet with the motto *C'est mon plaisir*.

#### ARTICLE XIII

The By-Laws may be amended in any manner not incompatible with the due administration of the trusts set up in the will of Isabella Stewart Gardner, at any regular or special meeting, provided that notice of such intended amendment shall be given in the call for the meeting.

## REPORT OF THE PRESIDENT



### TO THE TRUSTEES:

The most notable happening of the year was nearly a tragic one, for on the dark and stormy evening of November 8 our Director George L. Stout, when crossing the street, was struck by a truck and grievously injured. He escaped with his life but among other injuries his leg was badly fractured which meant months of hospitalization under traction. Happily by the time of our Annual Meeting in early February he was able to attend, though forced to rely upon crutches which it is hoped and expected he will in time be able to abandon. During his hospitalization he kept closely in touch with Museum affairs while the loyal and capable staff exerted every effort to keep things running smoothly and protect him from unnecessary worries.

Our Assistant Director William N. Mason, after twenty years of able and devoted service, retired from office but will continue to carry on some of his former activities.

We were particularly fortunate in securing the services of Rollin van N. Hadley as Administrator early in May for by November, when Mr. Stout was injured, Mr. Hadley was sufficiently familiar with the Museum's problems to be able to lighten considerably the Director's burdens.

Over-all attendance for the year 1963 was down slightly compared with 1962 but we attach no particular importance to this as indicating a trend for there are a number of varying factors which may have been responsible. Details about this and various other matters will be found in the Director's report.

Although running expenses inevitably tend to increase,

our financial situation remains satisfactory as will be seen in the Treasurer's report.

The Trustees are again most grateful to the Director and the entire staff for their fine and loyal service.

G. PEABODY GARDNER,  
*President*

February 18, 1964



## REPORT OF THE DIRECTOR



### TO THE TRUSTEES:

Staff changes are prominent among occurrences of the year. At the end of it William Norris Mason retired as associate director and director of music. A graduate of Harvard College, 1910, he was awarded, 1915, a master's degree in architecture. He practiced in the office of Guy Lowell, architect in Boston. From war work in the Radiation Laboratory, Massachusetts Institute of Technology, he came to the position at the Museum in June 1944. His years of loyal service since that date have earned the full respect and the gratitude of his associates. Rollin van Nostrand Hadley was appointed to a position given the title, administrator, and he assumed the office in May. Following his graduation from Harvard in 1950 he held a variety of positions, largely in industry. Resigning as treasurer of Corning Glass International, he accepted in 1960 a place in the faculty of Università Bocconi, Milan, Italy, his last position before coming to the Museum. Mr. Hadley continues with some studies in the Graduate School of Fine Arts at Harvard. After many years of association with the Museum as an independent contractor, John J. Maretti took a regular post as supervisor of buildings.

In February death came to Barney Birmingham, who had been in the employ of the Museum as maintenance technician and watchman since January 1, 1925. In consequence of an eye ailment which caused blindness, Attilio Petingi retired as guard after thirty-eight years of service. Resignations during the year were: Ingrid Moberger, Priscilla Saunders, and Louise Takvorian, assistant secretaries; Mary Silver, con-

sultant on records; Gail Black, curatorial assistant; Joan L. Braun and Judith Pamela Jencks, conservation technicians; Josiah Henry Braun and W. Joseph Fulton, docents; John Q. Adams, Patrick Hoy and John A. Leach, guards. Appointed to the staff on part or full time were: Janet M. Gardner, assistant secretary; Judith M. Coram, Yvonne A. A. Cox and Charles E. Staats, Jr., conservation technicians; Clara Strauss, curatorial assistant; Jessie M. Stuart and Nicholas Tranquillo, docents; Robert A. Cain, Joseph V. Kelley, Elwin F. Rich and Michael Wallace, watchmen. Students were engaged, largely on restricted work schedules and for limited periods: Susan E. Clarke, Joseph D. Donovan, Henry R. Graham and Ingrid Moberger.

Visitors who come back rather often, and for reasons that are personal and not professional, tend to credit their repeated visits to an experience of finding in themselves a gratifying response to the whole environment, a removal from the clutter and the pressures which beset them and an outlook on surroundings that bring them a sense of order and an air of contentment. To keep this enveloping character and to safeguard its impact is a prevailing aim. One factor in the accomplishment is the abundance of plants and flowers in the court and the outside gardens. These come of labor on countless varieties, from the seeds or cuttings to the full burst of bloom. This is labor fed always on skill and knowledge and usually hid from a visitor's attention. Every year the gardeners at the greenhouses and at the Museum premises keep on with their many tasks and every year they deserve a reminder that their achievements are gratefully acknowledged.

Presentation of a program of music on each open day has become an expected offering and has been regular for thirty



years or more. Performance of music has been an ingredient of the Museum's character since the doors were first opened. The schedule for 1963 celebrated Mr. Mason's retirement with fulness and variety. In the 139 programs performed on the weekdays during 1963 were 50 song recitals, 32 piano solos, 5 recitals on the violin, 7 on the clarinet, 14 on the flute, 3 on the cello, 1 each on the oboe, bassoon, trumpet, harpsichord and double bass; in groups were 2 performances by a bassoon quartet, 3 by voice with two instruments, 4 duos, 2 trios, 1 piano quartet, 4 programs of piano duets, and 7 choruses. In the 48 Sunday programs 16 were piano solos, 5 song recitals, 9 cello, 3 violin, 2 oboe, 1 bassoon, 4 trios, 1 string quartet, 3 choruses, 1 woodwind quintet with percussion and narrator, 2 instrumental ensembles playing renaissance and baroque music, and 1 instrumental trio. Chamber music was also presented on each of the open Thursday evenings. Ensembles varied from soprano, clarinet, and piano to a woodwind quintet with piano, to violin, cello and piano, and to a small chamber orchestra.

Music and plants are settled segments of the Museum's character or entity, but the center and heart is the collection, the works of art. To maintain that is to contend with the persistent agencies of decay, to guard against them and to mend the damage they have done. Among the needs in the care of the collection is that of holding a consistency of condition among the many and varied objects that form it. A natural inclination, that has to be controlled, is to put a large share of time and energy into the treatment of the objects which are celebrated for their importance or which at the time have been chosen for study by qualified scholars. The risk is neglect of many things. During the year work was done on fifty-two objects in the effort to preserve them and

to hold their condition in balance with others: pieces of furniture repaired, 14; textiles, 23; leather fragments, 9; stucco relief, 1; others, 19. Study of the location of objects, according to photographs made in 1926, was continued.

Cleaning, patching, and strengthening objects are measures necessary in the care of a collection but they do not fully preserve objects. Where they can be suitably used, protective coatings and cases do more. Deterioration comes mainly from the air: gases, grime, moisture, and moisture changes. Since the heating system was rebuilt a few years ago, conditions in the air have been much better. These and the structural states of the buildings and their utility furniture need to be watched and, under Mr. Maretti's scrutiny or with his experienced workmanship, repairs go ahead all the time. From the scores of such pieces of work during the year, a few can be mentioned: completion of structural attic renovation, including replacement, with copper, of corroded cast iron vent pipes; lowering of the high garden wall at the south by about ten feet, occasioned by a dangerous leaning and curving of the wall; removal of glass tile skylights over the textile workroom (conservatory), fourth floor, replacement by solid roofing and terra cotta tiles, and installation of a new hung ceiling with fibre glass panels to remedy leakage and heating defects; renovation of the entire garage apartment including painting, papering, and repairs to attic floor; conversion of one boiler from coal to gas; addition of a snow blower to working equipment; general repairs to roof and conductors; replacement of some wooden benches at the greenhouse with waterproof tops on metal frames.

Public attendance had climbed for about five years but fell in 1963. Museums experience such occasional drops and



no one cause can be affixed out of the complex of those probable—weather, special events, accommodation for motor vehicles, publicity, and conflicting attractions elsewhere. The reduction for the year (about 8 per cent below 1962) can be ascribed to a coincidence of these causes and others.

Attendance for the year was:

Scheduled open periods on weekdays	59,233
Sunday afternoons	49,135
Closed days and special events	10,168
Total	<u>118,536</u>

Visitors on open evenings, first Thursdays of ten months, numbered 1,934 (included in the weekday total). Scheduled study groups were:

Boston public schools	3 groups	90 persons
Public schools outside Boston	57	2,705
Private schools	13	385
Colleges	24	934
Other organizations	57	1,449

On days when the Museum was open 134 groups of visitors, 2,053 persons, were given guided tours by Museum personnel. On closed days attendance under various provisions was 5,364; tours given twice daily were attended by 298 groups, 4,107 persons. By appointment 87 groups, 2,522 persons, took guided tours. Teas following a visit were arranged by 17 groups, 1,567 persons. The principal special events which accompanied visits were:

Reception in honor of the Hamburg Philharmonic Orchestra and its Director, by the Consulate of the Federal Republic of Germany, January 13 (659 persons)

Reception in honor of Aaron Copland by the MacDowell Corporation, February 12 (350 persons)  
 Reception for Adult Volunteers of the March of Dimes by the City of Boston, February 19 and 20 (186 persons)  
 Conducted tour for Temple Israel Brotherhood, March 27 (300 persons)  
 Conducted tour for Technology Dames, April 26 (130 persons)  
 Conducted tour for the Navy League of the United States, September 12 (142 persons)  
 Reception for members of the British Museums Association by Trustees of the Museum, October 17 (150 persons)  
 Evening devoted to the Arts, by Advent School, October 25 (310 persons)  
 Reception and musicale by the Simmons Club of Boston, December 2 (130 persons)  
 Concert by the Harvard Medical Chorus, December 20 (583 persons)

In accordance with a direction in the will of Isabella Stewart Gardner, a memorial service was conducted on April 14, by the Society of St. John the Evangelist. The Reverend Father Granville Mercer Williams, S.S.J.E., was the celebrant.

Sales of publications (cash return, \$9,326.01) were:

<i>Reproductions of Paintings</i> (Pope and Hatch)	10
<i>Isabella Stewart Gardner &amp; Fenway Court</i> (Carter)	80
<i>Catalogue of Exhibited Paintings and Drawings</i> (Hendy)	109
<i>General Catalogue</i> (Longstreet)	39
<i>Titian's Rape of Europa</i> (Pope) board cover	4
paper cover	8

<i>Guide</i>	5,124
Reproductions	2,644
Cards	22,335
Note folders	282
Color transparencies 35 mm original	1,082
duplicate	997
special size	2
Other publications	116

Respectfully submitted,

GEORGE L. STOUT,  
*Director*

February 18, 1964

# REPORT OF THE TREASURER

## STATEMENT OF ASSETS AND FUNDS

DECEMBER 31, 1963 AND 1962

ASSETS		
	1963	1962
<i>General fund:</i>		
Investments (Note 1):		
Bonds (approximate market value		
\$4,054,000 in 1963)	\$ 4,075,726	\$ 4,086,528
Common stocks (approximate market		
value \$7,487,000 in 1963)	<u>2,948,034</u>	<u>2,615,891</u>
	7,023,760	6,702,419
Cash	34,755	2,396
Museum property, at appraised		
values (Note 2):		
Land and buildings	366,400	366,400
5,000 shares of The Isabella Stewart		
Gardner Museum in Fenway,		
Incorporated, representing:		
Contents of Museum building	4,015,000	4,015,000
Lot and greenhouse	<u>49,000</u>	<u>49,000</u>
	4,064,000	4,064,000
	<u>4,430,400</u>	<u>4,430,400</u>
	11,488,915	11,135,215
<i>Pension fund:</i>		
Investments:		
Bonds, at cost (approximate market		
value \$700,000 in 1963)	727,400	728,493
Cash	<u>84,284</u>	<u>66,686</u>
	811,684	795,179
<i>Current working funds:</i>		
Investments:		
Bonds, at cost (approximate market		
value \$470,000 in 1963)	461,120	410,955
Cash	<u>89,294</u>	<u>94,057</u>
	550,414	505,012
	<u>\$12,851,013</u>	<u>\$12,435,406</u>
FUNDS		
<i>General fund</i>	\$11,488,915	\$11,135,215
<i>Pension fund</i>	811,684	795,179
<i>Current working funds:</i>		
Maintenance and depreciation	414,823	414,823
Current surplus account	<u>135,591</u>	<u>90,189</u>
	550,414	505,012
	<u>\$12,851,013</u>	<u>\$12,435,406</u>

See accompanying notes.



STATEMENT OF INCOME RECEIVED, EXPENDITURES  
AND APPROPRIATIONS

YEARS ENDED DECEMBER 31, 1963 AND 1962

	1963	1962
<i>Income received:</i>		
Income from investments (not including income on Pension Fund investments):		
Interest on bonds	\$175,131	\$174,676
Dividends on common stocks	213,948	202,494
Sales of catalogues, post cards, etc. at Museum	9,355	9,534
	<u>398,434</u>	<u>386,704</u>
<i>Expenditures:</i>		
Museum operating expenses:		
Maintenance and security	157,054	142,702
Gardening and grounds	46,675	40,961
Music	25,385	28,062
Care of collection and paintings	11,905	13,217
Administration	56,865	63,047
Insurance	8,355	2,773
Compensation of managing trustees	3,500	3,500
Gardner Office, Inc.—agent	15,000	15,000
Trustees' fees	560	500
Legal and accounting services	2,340	2,305
Social security taxes	6,908	5,535
Employees' Blue Cross and Blue Shield	6,283	6,128
Miscellaneous general and administrative expenses	1,529	483
	<u>342,359</u>	<u>324,213</u>
Excess of income over expenditures	56,075	62,491
Appropriation for Pension Fund	10,000	10,000
Amortization of bond premiums	673	854
	<u>10,673</u>	<u>10,854</u>
Excess of income received over expenditures and appropriations from income	<u>\$ 45,402</u>	<u>\$ 51,637</u>

See accompanying notes.

# STATEMENT OF CHANGES IN FUNDS

YEAR ENDED DECEMBER 31, 1963

	General Fund	Pension Fund	Maintenance and depreciation	Current working funds Current surplus account
Balances, December 31, 1962	\$11,135,215	\$795,179	\$414,823	\$ 90,189
Excess of income received over expenditures and appropriations from income				45,402
Net gain from sales of securities (Note 1)	353,700	770		
Income from investments of Pension Fund		26,595		
Appropriation from income for Pension Fund		10,000		
Pensions paid		(20,860)		
Balances, December 31, 1963	<u>\$11,488,915</u>	<u>\$811,684</u>	<u>\$414,823</u>	<u>\$135,591</u>

See accompanying notes.



## NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 1963

1. *Investments*

Investment securities held in the General Fund are stated at cost, less amortization, if acquired subsequent to December 24, 1936, or at market values shown in the Trustee's inventory as of that date. All other securities are valued at cost. Gains and losses from sales of securities have been determined on the basis of these values.

2. *Museum property*

The Museum land and buildings, together with the 5,000 shares of The Isabella Stewart Gardner Museum in the Fenway, Incorporated (representing the contents of the Museum building, lot and greenhouse) are stated at appraisal values as shown in the Trustee's inventory as of December 24, 1936.

### REPORT OF INDEPENDENT PUBLIC ACCOUNTANTS

*The Trustees*

*The Isabella Stewart Gardner Museum, Incorporated*

*Trustee under the Will of Isabella Stewart Gardner:*

We have examined the accompanying statement of assets and funds resulting from cash transactions of The Isabella Stewart Gardner Museum, Incorporated, Trustee under the Will of Isabella Stewart Gardner at December 31, 1963 and the related statements of income received, expenditures and appropriations and changes in funds for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances. The securities owned by the Museum at December 31, 1963 were accounted for by examination or by confirmation received directly from the custodian.

In accordance with the generally accepted practice of nonprofit organizations, the accounting records are maintained generally on a cash basis and therefore receivables, accruals or prepayments of items of expense and income are not included. Also in conformity with practices acceptable for such organizations, Museum property is recorded on the books as its appraised value as shown in the Trustee's inventory as of December 24, 1936 and no depreciation thereon is provided.

In our opinion, the accompanying statements present fairly the recorded assets and funds, resulting from cash transactions, of The Isabella Stewart Gardner Museum, Incorporated, Trustee, at December 31, 1963 and the income received, expenditures and appropriations and changes in fund balances for the year then ended, on a basis consistent with that of the preceding year.

ARTHUR YOUNG & COMPANY

February 14, 1964



*One hundred twenty-five copies of this report/book were printed, twenty-five of which were bound in boards and one hundred in wrappers, by The Anthoensen Press, Portland, Maine.*

















